RM

RESOURCE MANAGEMENT

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Partners

in

Transformation

RESOURCE MANAGEMENT

Contents

Military must continue to outsource

by Major Keith Flowers

Is it a sign of weakness to ask for help? Is it an acceptable practice to admit that someone can do a job better than you? If corporate America is any indicator, the answer is a resounding no. Corporate America seeks help every day from businesses they believe can perform a function better than they themselves can. It's called outsourcing. Outsourcing is defined as the transfer of a function previously performed in-house to an outside provider. Outsourcing reduces inefficiency and allows an organization to focus on whatever it does best. The Department of Defense must become more efficient by outsourcing functions that don't degrade its war-fighting capability. The positive impact of outsourcing becomes clear upon examining its essential criteria for implementation, the benefits it provides and several real-world outsourcing success stories.

Of course, not all DoD functions can be outsourced. DoD developed essential criteria for outsourcing, of which we'll look at three. First, the decision to outsource must not degrade military core capability; second, there must be adequate competition; and finally, outsourcing has to offer the military the best value. If these criteria aren't met, outsourcing isn't an option. In short, these criteria ensure outsourcing is "value added" and doesn't jeopardize our national defense.

As stated above, some functions are too important to outsource. DoD is on record as saying it will not consider outsourcing activities that are part of the core war-fighting mission or activities that the military leadership considers essential to the mission and which would create too much risk if we were to ask the private sector to do them. For example, the U.S. Central Command could not enter into a contract with Lockheed-Martin to develop a contingency plan in southwest Asia. CENTCOM may opt to conserve military manpower by outsourcing dining facility operations or transportation requirements, but contingency planning is a task critical to our national defense and would not be outsourced. A Defense Science Board task force in 1996 went so far as to state that all DoD support services should be contracted out to private vendors except those functions that are inherently governmental or that directly affect war-fighting capability.

Adequate competition has to be in place prior to outsourcing. If competition isn't in place, private industry has little incentive to be innovative and search for more efficient means of providing support. When adequate competition is in place, there is incentive to increase efficiency, improve service and reduce costs. The same rationale applies when government performs a function "in house." The mere threat of outsourcing provides real incentive to military entities to improve performance or be dissolved. Performance-based contracts provide private industry further incentive to make continual improvements, and cancellation clauses help mitigate risk. Competition also ensures the military service gets the best value for their money.

Another criterion that resource managers must consider prior to outsourcing is determining if outsourcing will result in the best value to the government. The government has to conduct an analysis of past performance to ensure potential providers have demonstrated the ability to deliver the service in terms of reliability, timeliness and quality. Clearly, some activities cannot be outsourced. A service or function is ripe for outsourcing if it meets the criteria discussed above when outsourcing offers the best value, the service or function isn't part of the military's core capability and adequate competition is in place.

> *Outsourcing reduces inefficiency and allows an organization to focus on whatever it does best.*

The U.S. has fought and prevailed in battle for over 200 years. It's tempting to maintain the status quo. However, the benefits of outsourcing are compelling. Outsourcing reduces costs, saves manpower and allows DoD to focus on operations rather than logistics. DoD's abilities to modernize its equipment, to maintain a trained and ready force and to improve quality of life hinge on exploiting these benefits.

Cost reduction is a primary benefit when an organization opts to outsource. It's essential that DoD reduce costs, because funding is constrained by factors beyond its control. The top line defense budget is unlikely to change significantly anytime soon, and savings from future rounds of base realignment and closure (BRAC) aren't likely because of their divisive political impact. Savings from further reducing the end strength of military services are imprudent and entail a great deal of risk to the national defense. Therefore, DoD has to resolve its funding problems internally by reducing costs. The Defense Science Board's task force on outsourcing and privatization estimated in 1996 that outsourcing could save $7-$12 billion annually by 2002. If properly implemented, privatization has the potential to save billions without compromising our national defense.

Outsourcing also has a positive impact on manpower, both military and civilian. Congress places a cap on the number of uniformed members each service may have. Likewise, each service carefully scrutinizes its civilian strength. Many of the functions these personnel perform are available in the private sector. For instance, services such as meal preparation, automation support, transportation, maintenance, repair and housing management are all services readily available from commercial sources. Each of these services must be performed, but in many cases, the person or organization providing the service is irrelevant. Every function outsourced frees valuable DoD employees and soldiers for other missions. Each service must carefully measure each function outsourced to ensure it doesn't negatively affect its core capability to conduct combat operations.

Outsourcing allows the military to implement improved business practices, particularly in base operations. Once again, the private sector can help. Private firms often employ more efficient business practices than DoD. Outsourcing can achieve more efficient utilization of facilities and equipment, avoid capital investment in infrastructure and reduce inventories. The result is more agile, cost efficient infrastructure ready to provide support under current conditions but poised to adapt to a continually changing political, economic and technological environment.

Thus far, I've addressed outsourcing as a concept with potential. However, it isn't a theory or a lofty goal; it's reality. DoD already outsources many functions and has long done so. Two current examples of outsourcing are the use of Brown & Root Services Corporation (B&R) to perform logistical functions in Bosnia and the Army's privatization of housing at Fort Carson. B&R is a Houston-based company providing logistical services for U.S. forces in Bosnia. Specific duties include transportation, warehouse, railhead, food preparation and procurement activities as well as services for latrine, shower, trash and snow removal and hazardous waste disposal. They have performed these services well and managed to make a profit. Studies estimate DoD saved $176 million by outsourcing these functions. However, there are other ancillary benefits. Use of B&R reduces the need to deploy soldiers. It would take 8,918 additional soldiers to accomplish roughly the same work as 6,766 contractor supplied personnel," according to one estimate. It also provides jobs for local nationals that we are attempting to aid. Without question, use of B&R has saved DoD money and reduced the troop requirement in Bosnia.

Privatized military housing is another example of outsourcing in action. In November 1999 the Army awarded a contract to a private firm to build 111 new detached family houses and over 1800 multi-bedroom townhouses. Within weeks after a contractor took over the housing at Fort Carson, Colo., soldiers were reaping the benefits. "It's a prime example of what private companies can do that the military can't," commented one Army official. The military services' need for housing renovation and additional units totals nearly $20 billion. The Carson housing program offers hope for a Defense-wide solution over time. Current funding strategies sacrifice infrastructure for readiness, making it increasingly difficult to provide airmen, soldiers, sailors and marines the standard of housing they deserve. Privatized housing provides the services a means to resolve the dilemma.

Outsourcing makes sense in some instances, but it is not a panacea for all DoD challenges.

It's a tool that when properly applied against existing criteria will result in greater war-fighting capability. These criteria include adequate competition, no degradation of core capabilities and a value-added result for the military. Benefits include cost savings, lower manpower requirements and more efficient business practices. Two examples of value added outsourcing are Brown and Root contractor support in Bosnia and privatized housing at Fort Carson. DoD must continue to take advantage of the benefits of outsourcing in order to become a more efficient and cost effective organization. ✍

About the Author: *Major Keith Flowers is deputy comptroller with the Army's Southern European Task Force in Vicenza, Italy. He attended class 01-B of the Professional Military Comptroller School, where he wrote this article as his student idea paper.*

PERSPECTIVES

OFFICE, ASSISTANT SECRETARY OF THE ARMY (FINANCIAL MANAGEMENT & COMPTROLLER)

The following sections were written by different OASA(FM&C) deputies. Not every deputy will provide input for this feature.

Resource analysis and business practices

by Robert W. Raynsford

On April 1, 2001 the Army became the first military department to fully implement the government's new mass transportation fringe benefit program. Executive Order 13150, on federal workforce transportation, directed that such a program be set up to reduce traffic congestion and air pollution. Last October the program was implemented inside the national capital region, and about 5000 NCR Army participants are now using it. The program's benefits are now available to all eligible Army military and civilian employees anywhere in the country. It allows participants a monthly transit subsidy for *actual costs* of up to $65 this year, and that maximum rises next January 1 to $100.

Large-city commuters outside Washington began using the program last January. Department of Transportation officials helped get the program going all across the U.S., and today about 4000 people use it in Portland, Sacramento, Los Angeles, San Francisco, Baltimore, Pittsburgh, Philadelphia, Chicago, Atlanta, Cincinnati, Detroit, Kansas City, Louisville, Nashville, St. Paul, St. Louis, Dallas, Fort Worth, Sierra Vista, Phoenix, Seattle, Tacoma, Miami, Honolulu and Buffalo.

For locations outside nation's capital where people can't get DoT transit passes or tickets directly, we have arranged for commuters every three months to send in a Standard Form 1164, Claim for Reimbursement for Expenditures on Official Business. On April 1, we began using this process in less populated areas with fewer participants who rely primarily on authorized vanpools and buses. We project that about 1,000 participants will get SF 1164 reimbursements.

For the year ending Sept. 30, we expect the program to cost $8 million. The annual figure will rise to $12 million by September 2002 and, we estimate, level off just above that figure during the next five years.

We are looking at ways to make the program simpler, more efficient and customer friendly. An example is the Army Corps of Engineers Portland, Ore. district's plan to test use of annual mass transit passes. We'll be watching to see if the yearly passes actually end up costing less in fares used, how much (if any) they save in administrative and pass distribution expense, and whether customers like the service better. And of course, we'll be sure there are still good management controls in place to safeguard government assets.

Readers can get more information on the program by visiting *www.asafm.army.mil*. Click on Business Practices and then on Mass Transportation Fringe Benefit Program. Suggestions for improvement are always welcome and should go to *Paula.Rebar@hqda.army.mil* or *Sharon.Weinhold@hqda.army.mil*. ✍

Costing and transformation

Cost analysis perspective

by Colonel Kenneth E. Ellis

Cost analysis continues to play a major role in developing budget estimates and supporting decision-makers. The Army's current transformation initiatives dictate resource analyses that require cost estimates associated with new sets of performance characteristics. The U.S. Army Cost and Economic Analysis Center or CEAC has provided cost estimates for land weapon system platforms that are lighter, more mobile and more deployable than legacy weapon systems. Operating and support (O&S) costs, included in the total ownership cost estimates of these systems, have been estimated using parametric techniques such as establishing the ratio of historical operating cost per mile to manufacturing costs for key cost drivers such as the hull/frame, engine, transmission, suspension and fire control system. Together these estimates are used to support research-and-development and operating-and-maintenance budget submissions in the Army's six-year budget plan, called a program objective memorandum or POM.

Using its force and organization cost estimating system or "FORCES" model, CEAC has provided costs for force structures that are being considered to meet the Army chief of staff's "Transformation" performance objectives for fielding forces that can provide a combat-ready brigade in 96 hours, a division in 120 hours and five divisions in 30 days. These alternative force structures represent requirements to execute specified strategies at reduced risk. Lower risk usually means higher costs, since risk reduction generally means increased force requirements.

CEAC's FORCES results have given decision-makers estimates of up-front acquisition costs, annual operating costs and movement costs that are generated by alternative force structure requirements associated with the various strategies being considered. For example, FORCES quantified the increased acquisition cost to meet the transformation performance objective of deploying brigade combat teams in 96 hours, equipped with lighter armored vehicles and a smaller combat support footprint, as well as provide the reduced annual O&S costs. That quantification of costs gives a decision-maker visibility of the price to be paid for achieving specific deployment objectives and performance requirements to maintain risk at an acceptable level.

Because of "Transformation's" rapid deployment focus, we had to analyze and evaluate current unit stationing plans' ability to meet the concept's objectives. CEAC has given the U.S. Center for Army Analysis (CAA) installation, movement and O&S costs for use as input to their stationing optimization model. That information enables decision-makers to evaluate feasible alternative stationing options for cost and for reaching "Transformation" performance goals of fielding forces that meet strategic objectives. It also allows for the examination of tradeoffs with regard to unit stationing, costs and the performance objective of achieving training readiness goals.

Linking costs to alternative weapon systems, force structures and stationing plans that support identified transformation performance objectives helps the decision-maker to develop an optimum solution that provides affordable operational capability for Army Transformation.

Anyone needing tools to help plan, estimate and execute Army Transformation should check out FORCES by calling Joe Gordon at DSN 329-4147, e-mailing him at *joe.gordon@hqda.army.mil* or visiting *http://www.sbcweb.calibresys.com/forces/*. ✍

Army Materiel Command
Workload-based staffing analysis

by Michael Kelly

Background. A provision of the 1995 appropriations law required the Army to determine organizational manpower requirements directly from its organizations' workloads. Manpower requirements are the official number of positions necessary to accomplish an organization's workload in accordance with assigned mission. AMC tasked the Army Materiel Systems Analysis Activity (AMSAA) to establish a requirements determination program linking AMC headquarters' requirements to workload in accordance with the congressional mandate. In response, AMSAA developed a workload-based staffing analysis program.

WBSAP has become the command's official means for determining the staffing requirements of its organizations from their measured workloads. As the designated program lead, AMSAA is responsible to develop and maintain the program's predictive staffing models. This includes both developing initial staffing models and periodically updating and maintaining existing models.

Focus. WBSAP predictive staffing models consider various organizational work center factors in trying to come up with AMC organizations' staffing requirements. The factors include analyses of mission and functions, actual staff utilization, definition and validation of work center workload, and any specific issues affecting a work center. We analyze a work center's mission and functions to see whether the center is currently performing the work it is supposed to as described by Army regulations that govern its mission and functions. It's important also to understand how a work center's staff is actually being used—e.g., productive hours from straight time, overtime, contract, borrowed and intermittent labor—to see whether they've been using who they should have been to get their work done.

Next, it's critical to define and validate a work center's workload. Here, the WBSAP seeks to determine exactly what is the output or activity that results from the work hours creating demand for manpower and consequent requirements. With such an initial understanding of a

work center's union between its workload and manpower, the program refines the relationship so that manpower needs can be determined for every element of work to be accomplished. In addition, there's usually something unique about each work center that has to be addressed within the WBSAP study process. Once such issues are resolved or set up for resolution, the program's method can proceed and generate the work center's net manpower needs.

Process. The predictive model survey happens in two phases. First, AMSAA provides on-site assistance as needed in preparing a work center's pre-survey package. Next, they do an on-site follow-up manpower survey of the center. AMSAA and work center analysts work closely to ensure that the survey data are consistent with sound manpower management policy and current Army guidance.

The pre-survey package is the one key document for defending an organization's manpower requirements. It's also where manpower requirements to conduct a work center's mandated mission and functions are specified. Each position is defended on its contribution to accomplishing the work center workload. The pre-survey package also contains rationale and workload justification for the center's staffing needs and serves as the database for AMSAA analysts to evaluate and develop into manpower requirements. During the on-site follow-on manpower survey, AMSAA analysts seek to validate and confirm the requested manpower needs documented and justified within a work center's submission. This is accomplished through work center observation and selected employee interviews.

Significance. As the required program for determining AMC staffing requirements, col-

FA 45 FOCUS
For Professional Military Comptrollers

Training With Industry update

From the FA 45 Proponency Officer
Maj. Sean Hannah

FA 45 is preparing to kick off its first year of our new TWI program. For our officers, this is an exciting opportunity that we plan to maintain for many years. We congratulate the officers selected by this year's board. Each officer will chronicle and share his experiences in future issues of RM. These officers will report for 1-year assignments to the corporations shown.

Maj. Jeffery Ford (USARSO) – Motorola
Maj. Scott Fabian (HQDA) – General Electric
Maj. Ryan Brunk (FORSCOM) – General Electric
Maj. David Cannon (USACE) – Boeing
Maj. Gregory White (3d U.S. Army) – USAA Insurance

Applications for the next TWI rotation that begins just over a year from now will be due this September.

FA 45 Force Structure

In last quarter's RM I discussed the importance of and methods for shaping FA 45 force structure. There are currently two on-going Army-level personnel reviews in which FA 45 will participate—which you can influence.

First, in July there will be an officer development update to the Army chief of staff, the first such one given to General Shinseki. It will include a holistic review of OPMS XXI, the new officer professional development system for the 21st century. Leading up to the ODU have been a working-group meeting in April and a "council of colonels" in May. As final preparation, a general officer steering committee will convene in June. A new Army development system XXI team, formed from the OPMS XXI team, will guide the ODU, along with similar groups for noncommissioned and warrant officers.

The second major action is preparation for this fall's total Army analysis for the year 2009, or TAA 09. The TAA will include an Army-wide structure review. Participants will also try to link "operating forces" with "generating forces," which include FA 45 officers. The linkage study will work on allocation rules (e.g. one RM chief per Army corps) and establish clearer relationships among the support, sustainment and administration of operating forces. To establish such linkage, there have already been several generating-force workshops held that included representatives from each major command and from the Army's deputy chief of staff for personnel office, total personnel command and force management support agency, and related organizations.

Where can you get involved? Since the new concept of centralized documentation or "CENDOC" for the Army's non-deployable units is not yet fully implemented, the commands can still influence processes for adjusting the positions and structure of FA 45. We hope that you are voicing your opinions, and that commands' senior FA 45 leaders are working with force-development colleagues to ensure that not only command needs but also comptroller functional area needs are being addressed. It is critical that we provide sufficient and robust assignments to develop our officers and have the proper grade structure to meet each organization's needs.

Professional Resource Management and Army Comptroller Course Requirements

Department of the Army pamphlet 600-3, on commissioned officer development and career management, specifies that ACC is required for all FA 45 officers prior to promotion to lieutenant colonel, as is PRMC for promotion to colonel. The ACC requirement has caused some confusion in the field, which I'll try to clarify.

ACC is a four-week comptroller course at Syracuse University. It is intended for officers newly designated into the institutional support career field as functional area 45s. The course is also suitable for journey-level Army comptroller civilian careerists and for second-year Army comptroller regular interns and presidential management interns. ACC is a comprehensive training experience focusing on federal budget challenges, strategic planning, the Army planning-programming-budgeting-execution system, accounting, fiscal law, activity- and service-based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process and installation- and command-level RM.

We envision that once OPMS XXI reaches steady state, all officers will attend ACC prior to or while in their first FA 45 position, putting them in compliance with DA Pam 600-3 functional training requirements before being promoted to lieutenant colonel. Since ACC was first taught in 1999, however, there are transition year groups we must adjust for. We first recognize that there are limited senior majors who have not or will not have the opportunity to attend ACC prior to their lieutenant colonel selection board. There are also officers who have other comptroller training and/or experience which make it imprudent to send them to a journey-level course such as ACC.

DCSPER is updating DA Pam 600-3 this year, and we in FA 45 proponency will input limited waiver rules to address the transition officer year groups. As an example, instructions to the lieutenant colonel board, which met earlier this spring, included exempting year-group 1985 and 1986 officers from the ACC requirement, because they hadn't had adequate chance to meet it. Additionally, the 600-3 update will state that officers who have attended either the more advanced PRMC, its predecessor ARMC, or the Army Comptrollership Program need not complete ACC. The Comptroller proponency office is thus redirecting straight to PRMC officers who apply for ACC but have previous comptroller experience and training above the ACC level.

The bottom line is that all officers are expected to attend ACC on entering FA 45. Only the transition year groups with ample comptroller experience and training will go straight to PRMC without the prerequisite of ACC. Any major who neglects to attend either of these courses will not be considered functional area qualified and may be at risk for promotion. During their careers after ACC, officers are required to attend either PRMC or the Professional Military Comptroller School (PMCS) as lieutenant colonels prior to selection to colonel. Although only one of these two courses is required, we highly recommend that FA 45 officers attend both PMCS and PRMC, since the curriculums are complementary.

ACC, PRMC, and PMCS are centrally funded by the Comptroller proponency office at no cost to the participants' organizations. Course dates, nomination requirements and other information are available at *http://www.asafm.army.mil/proponency/acpo.asp* and from Tricia Campbell at DSN 222-9791. ✍

Analysis program
Continued from page 7

lected and validated WBSAP data are used in critical Army manpower and budget processes. With this in mind, it is apparent that work center data reported and gathered within the study process are highly utilized and can affect the future staffing of AMC organizations. Therefore, in order to provide for AMC's staffing needs and to properly defend AMC manpower requirements, managers need to ensure that complete mission and workload data get reported and captured in this automated database.

More Information.
Readers are invited to contact Mr. Vern Beer in AMSAA at DSN 746-1136, e-mail at *vern.beer@redstone.army.mil,* or the author at DSN 992-2018 or by e-mail at *Michael.Kelly@mail1.monmouth.army.mil.*

About the Author: *Michael Kelly, a CP 26 manpower management analyst second-year intern graduating in June, is the focal point for a manpower requirements determination program in the force management element of the office of the deputy chief of staff for RM in AMC's Communications and Electronics Command at Fort Monmouth, N.J.*

Tracking space, missile defense resources

by Rebecca Couvillon

The Army Vision challenges our agencies to become the most efficient organizations possible by continually seeking and implementing improvements. The Army's Space and Missile Defense Battle Laboratory, a major subordinate element of the Space and Missile Defense Command, accepted this challenge in the form of an improved method to track their resources.

In 1998, SMDBL managers began using documents called "individual task sheets for efforts" (see figure 1, next page) to identify requirements and establish priorities for the following fiscal year. The task sheets serve as the laboratory program's building blocks, by naming and describing the individual tasks, identifying operational and funding requirements linking these to related lab programs. Each completed sheet got an action-level going-over, an assigned priority and a place in a big executive binder that senior leaders reviewed. The idea was to regularly update the sheets and keep everyone informed, but that proved too labor-intensive and got in the way of day-to-day mission work. Thus, the envisioned horizontal integration of SMDBL functions wasn't happening, and besides that, the documents addressed only the coming year and contained no out-year planning.

Clearly, if the labs wanted to operate more effectively and efficiently, they would need to develop a process that would be current and provide the integration necessary. It had to be systematic, provide the appropriate level of detail, contain reliable data, and be usable by all appropriate work units. It would also have to link resources to requirements, identify shortfalls, link the requirements to command and battle lab goals and include long-range planning. Quite a tall order! But, we accomplished the mission by developing an SMDBL task-sheet database that uses off-the-shelf Microsoft Access Software.

The new database is a Web-based information repository of the laboratories' current and out-year requirements, funding, and products and services provided to customers and end users. The task sheets are now all together in one trusted, easily updated repository, readily reviewable by all concerned. This ensures information consistency within and among reports, and it also reduces the chance of mathematical errors by using calculations to determine resource information from the task level, to the division level and finally up to the laboratory level. SMDBL can thus organize meaningful data by linking together information from individual tasks. That now provides the long-sought horizontal integration, and it practically eliminates duplicated effort.

Management can view resources and customer information by fiscal year for each individual task, rolled up by each division or further summarized for a whole lab. By establishing these links, the database enables management to easily examine resource impacts of multiple "what if" scenarios and arrive at optimum solutions. Additionally, the database is user friendly and permits sorting and association on different categories such as common functions, personnel, customers, requirements or funding sources.

Since the information remains current, the database saves time and numbers of people needed for creating new tasks and updating recurring status reports. In addition, many database reports can be customized at the click of a button to meet individual users' needs. The database also establishes a process to show how SMDBL's activities support the parent SMDC headquarters' strategic goals and identify the resources, to include manpower, applied to these goals. Such information can be used to complete future strategic planning and goal reports to the SMDC commander.

The battle lab is currently working with higher headquarters counterparts on possibly developing an interface between the task sheet database and Oros, an activity-based costing model, to capture direct and indirect costs. The database, on the SMDC intranet, and can be accessed by SMDBL senior leaders as well as by technical personnel directly involved with individual tasks. ✍

About the Author. *Rebecca Couvillon, a graduate of Athens State College and a charter member since 1997 of the Space and Missile Defense Battle Laboratory, is a program analyst in SMDBL's Operations Office involved in strategic planning, metrics, process management and implementation processes. 256-955-3508*

SMDBL Individual Task Sheet Process
Current Year

Customer Requirements
- CG
- CINC
- Other

SMDBL Task Individual Sheet
- Customers
- Task Description
- Funding
- Schedule
- Products/Services

Completed manually

Task Sheet Notebook

Table of Contents

Task Sheet Summary sorted by Division

Individual Task sheets by Division
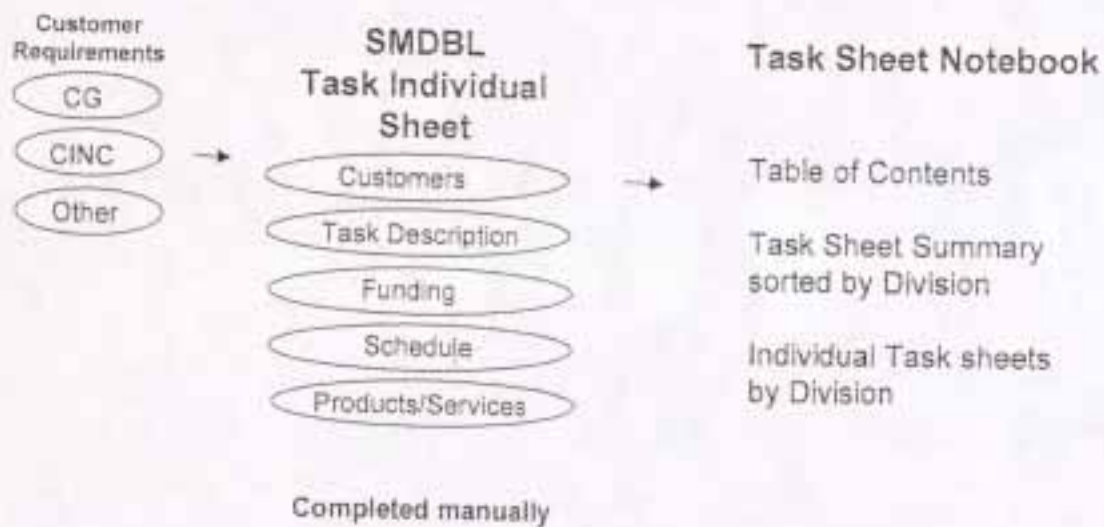
SMDBL Task Sheet Database Process

Customer Requirements
- CG
- CINC
- Other

Priorities, SMDC/BL Goals/Objectives, BL Initiatives

SMDBL Task Sheet Database
- Customers
- Task Description
- Funding/Man-years
- Schedule
- Products/Services
- Support of SMDC Goals

Customer Surveys

Reports
Cost/Schedule/Performance Evaluations

Customer Satisfaction
- i.e. Expectations Met/Exceeded

Resource (Funding/Man-years) Status
- i.e. Cost
- i.e. Staffing

Accomplishments
- i.e. Requirements Met/Exceeded

Schedule Status
- i.e. On/Ahead of Schedule

BL Action Plans
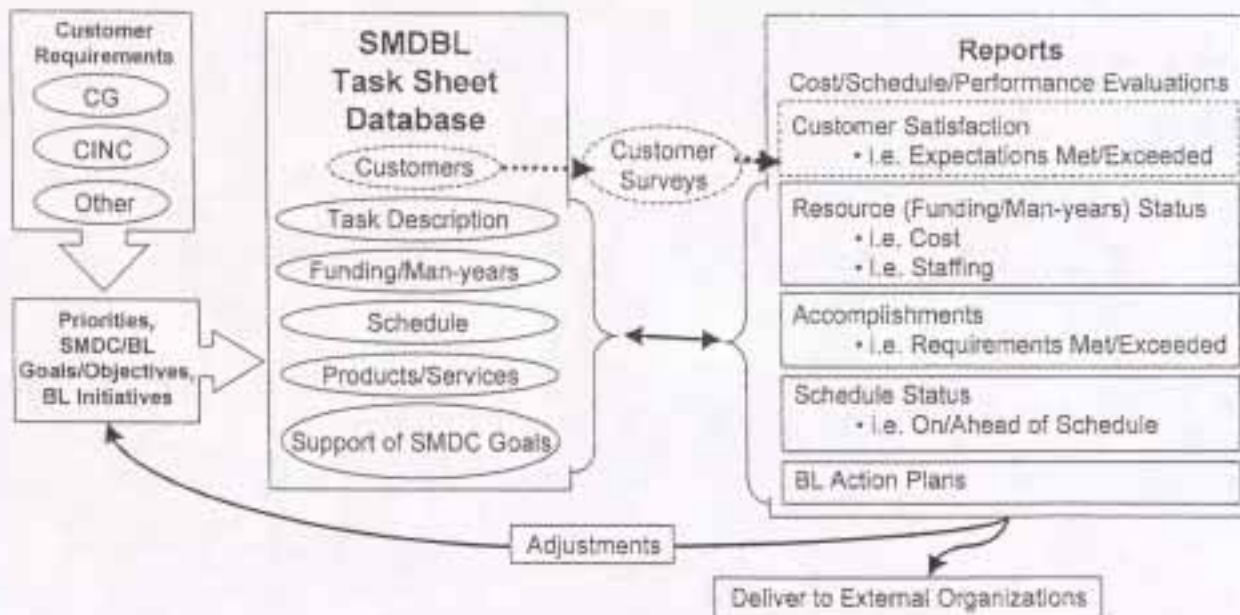
Adjustments

Deliver to External Organizations

figure 1

Performance measurements:
Managing measuring

by Voncile Y. Williams

As the Army evolves into this new century, the government finds itself in a rapidly changing environment. The Army continues to transform its business processes to improve performance, strengthen accountability and provide its customers better goods and services. The performance measurement process provides essential tools to improve and align performance with an organization's strategic goals. The Army must continue to exploit current performance measurement tools to manage its resources ever more efficiently in the years to come.

As we prepare for future challenges, it is imperative that management maintain oversight of current performance measurement results, follow up on necessary corrective actions, reengineer business processes to improve performance and customer satisfaction, and pursue National Performance Review initiatives to make government work better and cost less. Implementing a performance measurement system is a long-term effort; however, the Army has made great progress and placed high emphasis in this area. Management must continue to be flexible, to align business processes with strategic organizational goals and to be on the forefront facing challenges as this century gets underway.

As a result of Defense reform initiatives, the Army has shown itself flexible in consolidating and streamlining processes to meet the future DoD needs. Streamlining business processes and performance measurement is not a new government trend; it's been around in the Army since the early 1960s. Previously, the government conducted time and motion studies, applied time measurement techniques and used stopwatches to measure workers' performance. The Army now focuses toward a more strategic approach of measuring performance. One of management's challenges is lack of commitment to keep overseeing current performance results. Reinforcing organizations' goals, objectives and expectations requires personal commitment and involvement from senior leaders and managers alike. Clear, consistent and visible involvement by senior executives and managers is essential to good performance measurement.

In February 2000, a federal interagency workgroup on performance management identified two principles reinforcing the need for management involvement in taking corrective actions based on current performance results. First, supervisors should be held accountable for managing performance. Employees are accountable for being results-oriented and customer-focused, but these same employees hold their leaders, managers and colleagues likewise accountable for achieving excellence. By "walking the talk," executives need to set effective performance management examples for their subordinate managers and supervisors. To reinforce that point, organizations should make managing performance a principal factor in evaluating managers' and supervisors' performance.

The second principle is for leaders and managers to create a climate for excellence by communicating their vision, values and expectations clearly. Senior managers must give visible support to their organizations' performance and climate for excellence. Agencies must establish and communicate clear goals by developing and systematically deploying consistent, balanced and effective performance measures.

As managers carry out corrective actions based on their organizations' performance results, those same results serve as an underpinning for continually improving the organizations'

business processes, thus fostering more effective RM. Communication is crucial for establishing information and maintaining a performance measurement system. It should be multidirectional, running top-down, bottom-up and inside out, within and across an organization.

Information should be shared not only internally but also externally with customers; customer input into the reengineering process can also improve performance. The Malcolm Baldrige criteria for performance excellence (named for Reagan's Commerce secretary) stipulate that continual improvement should be embedded in the way an organization operates—be a regular part of daily work, seek to eliminate discrepancies in existing business processes and be driven by opportunities to do better, as well as by problems that must be corrected. Making continuous business process improvement a normal part of daily work underscores its critical value at levels working directly with customers. Through constant review of current processes, managers learn to spot areas where performance needs improvement and to detect if business process improvements are getting intended results. For performance goals not met, reengineering the affected business processes can correct performance shortfalls and help satisfy customers' needs.

The federal government as a whole has identified and eliminated a number of processes where performance was poor. Eliminating bad processes worked better for the organizations and saved them money. NPR's purpose was to make government work better and cost less, in large part through business process reengineering or BPR. According to one of its reports, over 50 percent of the projected $108 billion cost savings were based on reengineering. In today's downsizing environment, cost reductions are increasingly important. One BPR objective is to reduce cost of doing business by getting organizations involved in eliminating inefficient processes, obsolete regulations and management controls, unnecessary management overhead and lengthy review and approval cycles.

The government has recognized several organizations for demonstrating improved levels of high performance and cutting their cost through reengineering processes. As an example, the Army's Engineering and Support Center at Huntsville, Ala., received a "Hammer Award" and a DoD productivity award for innovations in its maintenance and repair and renewal processes. The center cut contracting time by 75 percent and saved $43 million on 579 renewal projects. In addition, it saved $62 million in in-house operating costs alone, reduced overhead rates by half and improved overall productivity 41 percent.

Other processes besides BPR help, too. Activity-based costing (ABC), benchmarking and the balanced scorecard all have helped government workers to do more with less through the best-reengineered business processes. These programs help to provide a balanced set of measures, produce timely and useful information, and enable significant cost savings.

Continuous process improvement embodies the philosophy that no matter how good something is, it can still be made better. There are always opportunities to make minor improvements that may result in savings, whether tangible or intangible. The concept of changing the way the government does business should influence leaders and managers to invest their time in implementing business processes. Process improvement is meaningful only if it improves an organization in ways consistent with its strategy. For this reason, as the Army prepares for future challenges, it is imperative that management maintain oversight of current performance measurement results and follow up on the necessary corrective actions, reengineer business processes to improve performance and customer satisfaction; and pursue NPR initiatives to help make government work better and cost less. Leaders, managers and employees all should recognize that customers, products and processes are all integrated parts and a direct linkage to performance measurement. Maximum utilization of performance measurements will save time and costs and will position the Army to implement new initiatives in preparation for future challenges in the new century. ✍

About the Author. Voncile Williams is programs and reports section chief with the Corps of Engineers' Far East district in Seoul, Korea. Her undergraduate degree is in Business Management from Grambling State University. A graduate also of the Sustaining Base Leadership and Management program, she attended class 01-B of the Professional Military Comptroller School, where she wrote this article as her student idea paper.

'Patience, perseverance amid change'

by Ethel McCane
DFAS Corporate Communications

"We are all going through change, and I encourage you to be patient," said Ernest J. Gregory, deputy assistant secretary of the Army (Financial Operations), during a joint luncheon sponsored by the Indianapolis chapters of the American Society of Military Comptrollers and Association of Government Accountants last month.

Gregory remarked that the earlier days of DFAS were difficult ones. The DFAS of today is inherently different from the organization of ten years ago.

When DFAS was born in 1991, there were 330 finance and accounting locations and over 324 finance and accounting systems. DFAS employed over 27,000 people. Today the agency operates from 26 locations, has reduced the number of accounting and finance systems to 76 and currently staffs 18,000 people.

"The change affected people's lives," stated Gregory, "but we got through that because we realized it was for the best and it was in the best interest of the taxpayers."

Gregory went on to say that one result of the change was that people had to set up remote relationships with their customers.

He encouraged listeners to take customer relationships seriously.

"I want you to be sensitive to relationships with your customers," said the speaker. "I feel we (Army and DFAS) achieved great success with changes. As your customer, I'm telling you now, we want all of this (the changes in process) to work.

"The cost (of accounting operations) is coming down: and it's good that the cost is coming down. Every dollar I pay for accounting means that's money I don't have for other expenses for the soldier — such as homes, training, etc. I want you to take this as a challenge to continue to do things more efficiently," remarked Gregory. ✍

Late breaking news!

ACCES accomplishment statements, quarterly panels canceled!

Watch for a formal announcement from the Army headquarters folks who run ACCES, canceling all scheduled quarterly accomplishment rating panels for all career programs.

We're told the folks there are retooling the scoring formula to eliminate accomplishment rating values from the equation. The CP 11 panel scheduled for May 29 is not meeting, nor were any accomplishment statements due by May 18.

Careerists' abilities will still be rated by their supervisors and reviewers, and those ratings by themselves will determine the ability scores.

We'll have a more detailed article in the next issue about this far-reaching change to the Army's civilian career evaluation system. –Editor.

Community reacts to base closure

by Deborah A. Case

Saving money and improving the way of doing business are essential in today's society. Many companies close plants and businesses all the time in order to streamline operations and/or avoid bankruptcy. Why should the Department of Defense (DoD) be any different? This is why base closures have become necessary over the last decade, even though it has historically been difficult because of public concern about the economic effects of closures on communities and the perceived lack of impartiality of the decision-making process. A base closure represents a great loss to a community, but there are ways to overcome that loss. In fact, in many locations the local economy has improved after base realignment and closure (BRAC) because communities reutilized the property efficiently and effectively. Success came from keeping lines of communication open, starting the planning process early and reviewing things done right and lessons learned from other base closures.

In successful transitions, commanders, mayors (or other city officials) and the citizenry held "town" meetings or other open public forums to help make the transition work. Strong local leadership was critical for rapid redevelopment of facilities and reemployment of workers being displaced by the closure. Base closures affect nearly everyone—business owners, non-military employees, military retirees, even military family members. None of the affected citizens sat idly by as the process unfolded; rather, all parties became involved to realize a fitting economic vision for their community.

Press conferences to the local media, briefings to group commanders and key subordinates, commander's calls to the troops, and briefings to key downtowners and local elected officials began as soon as the announcement on the possibility of base closure became available. Installation commanders were at center stage, surrounded by the scenery of American political life at national, state and local levels. That provided accurate information, reduced uncertainty and reassured that no one, either on the base or in the community, did anything "wrong." Providing facts early helped prevent panic and rumors among troops and the community.

While the original justification for building the military bases being closed was to provide for the common defense, they also contributed economic prosperity to nearby communities, creating a dependency sometimes difficult to break. However, base closings can also offer an unprecedented opportunity to restore a community's economic health, prompt new industrial development, provide improved public services and encourage long-term economic growth. Few communities get the chance to effectively plan the use of such large contiguous land parcels that enable them to influence and stimulate their development.

No two base closures are exactly alike, but all are similar. The installation commander explains the many opportunities available and encourages creation of a local redevelopment authority. The LRA then becomes the legal entity and single point of contact for reuse and reutilization issues. Its members help in building the community's reutilization master plan, in marketing the properties, in requesting and administering grant money from the Office of Economic Adjustment and the U.S. Labor Department, and in requesting real property (and the personal property within) for public-benefit transfer. OEA is DoD's lead office and coordinator of federal assistance to local communities affected by base closure.

Planning for life after base closure includes securing necessary funds and soliciting ideas for land and facility usage. Communities need to organize and administer prospective property, determine uses and arrange for financing of property protection, maintenance and improvements. Prospective property is land that the whole government deems excess. Therefore, the community does not always get all of the land potentially available from DoD. Other federal agencies such as the Fish and Wildlife Service have first rights to the land for uses such as wildlife habitats. Sometimes DoD retains property for other things, such as converting Army

land and buildings for administrative use by the Defense Finance and Accounting Service.

Obtaining adequate financing is crucial to redeveloping closed bases, so capital has to be raised by any workable means. OEA grants are one source, and they help communities develop reuse plans in less time. Another strategy is to issue bonds, but some of these have tended to be high-risk and difficult to issue without local government guarantees against default.

Communities have taken varied approaches toward using their new land and facilities from DoD. Planned uses have included schools, day care, housing, airports and industrial parks as examples. These plans were coordinated with DoD, OEA and even the Environmental Protection Agency for feasibility and soundness. DoD approved most plans, turning down only those that appeared not economically sound.

Some communities have been able to survive (and thrive) by learning from the pitfalls of earlier base closures. In December 1998, the General Accounting Office reported that most closed-base communities, rural and urban, were faring well economically in relation to the national average and had shown improvement since closures took effect. In one recent success story, a closed military base became an engine for generating job-creating private investment. At the former Alameda Naval Air Station near San Francisco, identified in BRAC 93 and closed in April 1997, incubator start-up companies are working to bring improved electric cars and other new technologies to market.

Another base reuse success story is the former Chanute Air Force Base in Rantoul, Ill., identified in BRAC 88 and closed in September 1993. Businesses, both industrial and commercial, have created more jobs than were available at the time the base was operating. Community population doubled the year after the base closed. Renovated buildings and morale-welfare-recreation facilities such as the chapel, base gym, child-care center and golf course continue in use.

Lessons-learned reports provide some of the best available advice for guiding new base closures. Before 1993, the transition system for land reutilization was "broken," in that there was little transition assistance, communities and pri-

vate businesses were left to fend for themselves, and the "red tape" seemed endless. In 1994, Congress gave DoD the authority to speed up property transfers. The Base Closure Communities Assistance Act of 1994 authorized economic development conveyances to LRAs at below-market value of base property that was for job-generating economic development. The old law had forbidden that and required DoD to charge full price in such cases.

While not always popular with the affected military or civilian DoD workers or the local community, base closures are a necessary part of streamlining government operations and reducing infrastructure. The local economy can be made to flourish when an installation commander, community leaders and various agencies work together. Communicating effectively and planning early can make the transition successful. A growing number of success stories attest that closing bases does not have to be painful and can even be exciting and successful for the affected communities. There is an old saying, "When life gives you lemons, make lemonade." Most communities have turned lemons into lemonade and made life better after military bases have closed.

About the Author: _Deborah Case is a budget analyst with the U.S. Army Test and Evaluation Command. She has a bachelor's degree in Business Management from University of Maryland and 15 years' RM experience. Ms. Case is also a past president of Chesapeake Chapter, ASMC. She wrote this article as her student paper in the Professional Military Comptroller School at Maxwell AFB, Ala._

PRMC Classes 2001-I and II graduate

Military and civilian students from throughout the Army graduated respectively last November and March from Professional Resource Management Course classes 01-I and II at Syracuse University, Syracuse, N.Y.

Students completed four weeks of graduate instruction in the process and the environment of resource management. They also worked group exercises to improve communication and decision-making skills. Congratulations to all on finishing this challenging instruction.

PRMC 01-I Graduates

Name	Command
Dan Alonzo	USAREUR
Capt. Sean D. Anderson	USSOCOM
Treva F. Austin	USADTC
Alan L. Belyea	USAREUR
Larry C. Booker	FORSCOM
Wanda M. Brewster	USAREUR
Kathleen S. Carter	USADTC
Wayne M. Clark	EUSA
Lt. Col. Thomas J. Cleary	HQDA
Lt. Col. C. A. Cruse III	FORSCOM
Diana C. Forti	TRADOC
Carlos D. Glover	USACE
Lourdes Gonzalez	FORSCOM
Monica L. Graber	EUSA
Nancy J. Harding	HQDA
Verna Irick-Adams	FORSCOM
Chin Sok Kim	EUSA
Caroline S. Mills	FORSCOM
Mary L. Mitchell	USAREC
Peggy O. Morrison	USADTC
Rochelle E. Muir	USADTC
Kun Tae Pak	EUSA
Trina Y. Parker	AMC
Francis L. Scholfield	EUSA
John Tobakos	USAREC
Edward K. Toma	USARPAC
Robyn J. Walick	INSCOM
Mi Suk Yi	EUSA

PRMC Class 01-II Graduates

Name	Command
Sarah M. Ankum	AMC
James G. Auchter	HQDA
Maj. Michael T. Barkett	TRADOC
S. Melinda Bothe	TRADOC
Paul H. Bringhurst	AMC
Charles E. Cahill	AMC
Pilar A. Camacho	USARPAC
Karen A. Chipchase	EUSA
Annie E. Choudhry	INSCOM
Richard J. Coleman	AAA
William S. DeCook	EUSA
Gary M. Duncan	EUSA
S. Gail Floyd	USACE
Michael H. Garcia	NGB
Aubrey Frank Hall	AMC
Maj. Stephen L. Hardy	USASOC
Kathryn A. Herhusky	USAREUR
Barbara L. Jay	USAREUR
Aletha A. Lampkin	AMC
Howson Lau	USARPAC
Ryan F. McCauley	TRADOC
Patricia V. Nickell	FORSCOM
Dane H. Owens	USACE
Capt. Clifford L. Patterson, Jr.	HQDA
Charles R. Pittman	AAA
Margie R. Robinson	MDW
Donna M. Rosen	USMA
Margaret B. Rush	FORSCOM
Donna J. Sargeant	EUCOM
Capt. Forté D. Ward	EUSA

DoD, reconcile your checkbook!

by Cynthia R. Blevins

What is the real balance of DoD's checkbook? This is a question many American citizens would like to have the federal government answer. Unfortunately, even with all the effort and money DoD has poured into trying to answer this question, it remains unanswered. It is questions such as this —along with depleting confidence in the federal government and its ability to accurately inform the president, Congress and the American public of the country's financial status—that led to the 1990 Chief Financial Officers (CFO) Act and related laws.

Most of us would agree that clean audited financial statements are an indication of sound financial management. If the Department of Defense works as one team, I feel sure that it can produce, as required by the CFO Act, auditable financial statements that receive unqualified (i.e., "clean") opinions. A basic knowledge of the CFO Act will help in better understanding the law's purpose and scope. The Act presents DoD with major challenges and obstacles to achieving its requirements and complying with other existing laws. I want to share how one DoD entity has made measurable progress in overcoming the obstacles and meeting the challenges, in hopes it may provide some insight toward the ultimate solution of this mammoth problem for all of DoD.

The CFO Act of 1990 expresses Congress's and the president's intent to improve financial management practices throughout the federal government. It addresses the need to provide reliable information in support of formulating policy, planning actions, evaluating performance and making correct decisions. The law therefore requires the compilation and audit of annual financial statements. Another factor leading to the Act was a need for overall leadership and direction to develop a modern federal financial management structure and associated financial systems. Newly established by the Act were 24 department and agency CFO positions and a standard for modernizing and integrating information systems.

In order to be CFO-compliant, financial systems must now adhere to the Federal Accounting Standards Advisory Board's accounting standards and concepts, which are recognized by the American Institute of Certified Public Accountants as the "generally accepted accounting principles" or GAAP. Subsequent laws reinforced the CFO Act and have increased the challenges and obstacles to complying with it. Related laws include the Government Performance and Results Act (GPRA) of 1993 and the Federal Financial Management Improvement Act (FFMIA) of 1996.

Due mainly to inefficient financial information systems, DoD faces many challenges and obstacles in its quest to compile financial reports that comply with federal accounting standards and laws. For many years prior to the CFO Act and other related laws, DoD's finance and accounting automated systems focused on funds control and not on accurately measuring the full cost and financial performance of programs or on compiling and reporting annual financial state-

ments. As a result of such numerous and unconnected systems, DoD has had to use labor-intensive work-arounds to compile and formulate financial statements which at best have proven unauditable.

The chief reason for DoD's hodge-podge financial systems and reports is that each was developed to cater to a separate business practice or entity within the department. This is the real root of the problem and probably the biggest challenge or obstacle that DoD faces. Given the historic need or desire to accommodate different business processes and practices throughout DoD, it is virtually impossible to develop a single financial system capable not only of producing auditable financial statements but also of providing performance and cost information. Currently, as a potential solution to resolving this mammoth problem, DoD is expending more effort and funds to create numerous financial systems that feed the data into one centralized warehouse. This will require duplicate entry of the same information into multiple systems. With duplicate entry there is a tremendous increase in duplicate records and errors, let alone the obvious redundancy in work. Such a system as is contemplated and being developed, with its multiple mixed feeder systems, does not allow for implementation of the most efficient and effective automated internal controls.

Producing reliable and timely financial statements with this kind of financial system is a challenge and obstacle that DoD does not need. Instead, DoD needs to bite the bullet and really face the challenges and obstacles head on. Producing one financial system that is capable of meeting all of the requirements and needs of all of the DoD entities is the real challenge and obstacle that, if overcome, will make possible the production of auditable financial statements capable of receiving unqualified audit opinions—the goal we are all trying to get to. The fact of the matter is that for over 60 years DoD has had one system by which to plan, program and budget its resources. Therefore, it stands to reason that DoD should be able to come up with one system by which to execute and report on the use of those resources.

Clearly, DoD needs a fully integrated, compliant financial system. A financial system of this caliber and capability must be developed and programmed to ensure full compliance with current laws and the above GAAP. Additionally, the ideal new financial system should be programmed to implement automated internal controls and to require users to select critical data elements from a compliant pick list, not by simply keying the data in. By restricting users' selection of mandatory data elements to those from an approved pick list, we could achieve an enormous reduction in errors within the data. The single, integrated financial system should also produce and maintain a complete audit trail that is linked from the funding transaction all the way to the disbursing transaction with applicable standard general ledger updates.

There is also a great need for consistency within the intra-governmental transaction area. It's been said that if transactions among agencies are not properly eliminated from the statements, then assets, revenues, liabilities and expenses will be misstated by the amount of such transactions. If all DoD entities input, say, a uniformly formatted customer order number within the financial system, both on the issuing and receiving side, a consistent link by which a real reconciliation of such transactions could be accomplished. Then maybe we could eliminate the need for the Defense Finance and Accounting Service to allocate and create billions of dollars' worth of unsupported adjustments. After the long-sought system is finally developed and tested, then all DoD entities should be required to implement business processes and practices that conform to it. Without consistency and standardization among data elements and business practices, DoD will continue to face the obstacles and challenges that continue to preclude unqualified opinions on its financial statements.

Fortunately the picture is not all bleak. Some DoD entities, including the Army Corps of Engineers, have made significant headway toward overcoming the obstacles and challenges. The Corps' financial management system, known as CEFMS, provides an example. It's an integrated source entry, double entry, transaction-based, general-ledger driven, managerial cost accounting financial system that was centrally developed and programmed to comply with

applicable federal accounting standards and legislation. As a result, it can compile timely, reliable, accurate and auditable financial statements. CEFMS has a great many automated reconciliation reports and internal controls that aid in validating and analyzing the data. It can produce an audit trail on a transaction from its initial occurrence, through the accounting records, all the way to incorporation in the financial statements.

Key to CEFMS's accuracy is that data are entered only once and then shared across the system. The single-data-entry feature eliminates a problem many agencies get from entering data into systems at numerous points, increasing chances for error. This fundamental capability has advanced the Corps' accounting process a quantum jump toward CFO Act compliance. An attendant and consequent factor is the massive effort expended to train and educate the entire Corps of Engineers work force on what complying with the CFO Act means, in terms of their own requirements and responsibilities. CFO compliance is much more than just a finance community responsibility; it affects everyone's working life, and Corps employees now know and understand that.

We have the Chief Financial Officers Act of 1990 in part to make the nation's government more accurately and faithfully accountable to its citizens. Understanding what prompted the Act and other associated laws, along with the requirements they mandated, is the starting point for addressing the challenges and obstacles that these laws brought forth. Make no mistake, DoD has some definite challenges and obstacles to overcome in order to comply with the CFO Act and receive an unqualified audit opinion for its consolidated financial statements. By exploiting the successes of some of its own entities (such as the Army Corps of Engineers), DoD could find some of the answers to these challenges and obstacles. If DoD rolls up its sleeves and works as one team, then finding a single best solution for the entire department can become a reality. ✑

About the Author: *Cynthia R. Blevins, an active mother of four, is deputy director of the Army Corps of Engineers' finance center in Millington, Tenn. With an undergraduate double major in Accounting and Business Administration, she is currently pursuing an MBA off duty and recently passed all three modules of the new Certified Defense Financial Manager examination. She also found time to attend class 01-B of the Professional Military Comptroller School, where she wrote this article as her student idea paper.*

PMCS Class 01-B

On February 23, the Army had three military and eight civilian students graduate from Class 01-B of the DoD Professional Military Comptroller School.

These students joined other Air Force and Marine Corps students in completing six weeks of graduate-level education in contemporary resource management issues facing Department of Defense financial managers.

Name	Command
Cynthia R. Blevins	USACE
Robert D. Brown	USACE
Lt. Col. Gwynne Tim Burke	TRADOC
Deborah A. Case	ATEC
Maj. Keith E. Flowers	USAREUR
Maj. Kenneth D. Gele	FORSCOM
Ruth L.S. McWilliams	USAREUR
Virginia E. Quirin	USARC
Gamal S. Shokry	USAREUR
George T. West	TRADOC
Voncile Y. Williams	USACE

"From a tiny spark may burst a mighty flame."

-Dante

There's more than one way

by Lt. Col. Tim Burke

Didn't get selected for the Syracuse University Army Comptrollership Program? Or, didn't even apply for the program because picking up and moving is not a viable option, for whatever reason? Don't despair; it's okay, because there are several alternatives to ACP for Army employees, both military and civilian, to complete graduate work. It is important for career-minded personnel to pursue graduate study, and ACP is one option. But there are some issues to consider concerning the Syracuse program, and the Army offers some viable alternatives. Choices for civilian careerists include partnership programs with historically black colleges and universities (HBCU) and with Hispanic serving institutions (HSI), as well as a university or college long-term training (U-LTT) program. Tuition assistance is available for military.

Getting formal graduate education such as that offered in an MBA program, by any method, is critically important for upwardly mobile CP 11 careerists and FA 45 Army officers. The analysis procedures, research methodologies, accounting techniques, economic studies, briefings and papers, and in-depth research required by most Master of Business Administration programs translate quite nicely to the daily work efforts required by comptrollers, budget officers, budget analysts and program managers. Additionally, DA Pam 600-3 ("Commissioned Officer Development and Career Management") states that for functional area qualification, an FA 45 lieutenant colonel should have a master's degree from an accredited university or college. Army civilian employees should also strive for formal education and degrees. A recommended objective of the CP 11 strategic plan is that by 2005 all employees selected for GS-15 and higher will hold graduate degrees. Proactive officers and civilian careerists are encouraged to start work on their MBAs or related graduate programs early.

The MBA-producing ACP is undoubtedly a good one, a tough one even. It's 14 months of graduate study, uninterrupted by the concerns of a regular job. But sometimes moving from an established home or area is simply something DA civilians are not in a good position to do. One of the problems with ACP is that participating in it involves a required move (two moves actually – there and back), creating potential for family uprooting and job turbulence. Many civilian employees are working where they are primarily for family reasons (schools, homes, closeness to relatives, etc.) and do not wish to move. Also, many employees like their current job and don't want to change. For the Army, there is disruption, because moving someone out of a job means having to find someone else to backfill the person departing for training. Some officers may have personal or family reasons for not wanting to move from their present location. Additionally, it's more expensive for the Army to fund than some of the other options.

Besides ACP, CP 11 careerists have other alternatives for higher education, which include the HBCU, HSI and U-LTT programs. These options could easily preclude moving, and they're not as expensive for the Army to fund. For instance, as a part of the HBCU program, Howard University in Washington DC is an after-hours, part time program, perfectly designed for the high density CP 11 population in the D.C. area. Selectees will continue their normal work assignments and, as such, will not cause disruption to the workforce. Tuition at Howard University may or may not exceed that at Syracuse University, depending on a candidate's preparedness to begin an MBA program. The Army would save over $24,000 in temporary duty costs by sending a student to Howard vis-à-vis Syracuse University.

CP 11 civilians not located in the Washington, D.C. area also have several options. The HBCU program provides another opportunity at Clark Atlanta University, which is close to two Army installations. This is a full-time degree program beginning at approximately $26,000 for a student who needs no further undergraduate preparation to begin the MBA core curriculum. Depending on one's preparation, then, CAU tuition may or be more or less expensive than that for ACP. If utilized for

those CP 11 members already residing in the Atlanta area, the Army could save the customary ACP TDY expense per individual.

All right, then, what about other areas? The HSI partnership program features two other universities close to major Army installations. The University of Texas at San Antonio is near Ft. Sam Houston, and the University of Texas at El Paso is close to Ft. Bliss. Tuition rates at both are based on residency and as such would range from less than one-*sixth* to approximately one-half the ACP tuition cost.

The HBCU and HSI programs often appear to be better bargains for the dollar than ACP. But the U-LTT program could have even more to offer in the way of cost savings if utilized properly. This program can be full time or part time. When used in the part time, after-hours mode, this program helps to solve workforce disruption problems that may be associated with ACP. This would cause fewer hassles for supervisors with employees who want to pursue a graduate program. And the Army gets a good deal by not having to pay a salary for 14 months while an individual is only in school. Certainly the costs of U-LTT would vary based on institutions' tuition costs, but many graduate programs are likely cost about the same as or less than ACP.

For active duty military FA 45 officers, there's tuition assistance. This alternative leaves the officer in place, retaining current job position, and the individual goes to school at night or on weekends and gets reimbursed 75 percent of tuition cost (but not books). It's a great deal for the Army! The officer still makes contributions in the workplace while getting a master's degree, and there's no double moving expense.

TA makes good sense economically for the Army, and the degree programs are available at all major Army installations. Two typical programs are those run by Troy State University and by Embry-Riddle Aeronautical University. An officer attending Troy State, for example, while stationed at Ft. Benning, Ga. would have 75 percent of the costs of a degree covered by TA that costs $135.00 per graduate semester hour—roughly one-fifth the ACP price. In the second example, an officer working at Ft. Monroe or Ft. Eustis, in Virginia, could attend night and weekend classes at Embry-Riddle, which has an hourly graduate tuition rate of $245.00—still considerably less than ACP tuition costs. Additionally, the Army does not have to pay moving expenses of roughly $10,000 each way. Finally, the Army gets to leave the officer in the workforce (in a time of a downsized Army). Consider that ACP puts officers and DA civilians *out* of the workforce for at least 14 months before getting them *back* into the workforce.

Still others might wish to pursue a graduate degree but find ACP too academically challenging, e.g., needing to score 500 or higher on the Graduate Management Admission Test or GMAT. Since most major installations have different degree programs available on site, the FA 45 officer or CP 11 careerist may be in an area where he/she wants to attend a *certain* university. Tuition assistance and the U-LTT program allow the individual to make a choice.

While any of these options may prove *preferable* to ACP for many, none should necessarily be considered *easier* overall. For instance, the FA 45 officer who remains in the workforce and continues to make contributions on the job and also uses TA to pursue a degree will face some serious "off-duty" challenges. Would the individual have to work on degree requirements at night and weekends and lunch breaks? Definitely, but the same could probably be said about ACP. CP 11 careerists will face similar challenges. But if the program just so happens to be in the right location, the efforts will be well worth it.

If applied properly, alternatives to ACP can make for a win-win situation. They allow Army employees (military and civilian) the option to pursue a wide variety of graduate study programs that will enhance their careers and at the same time provide a better economic bargain for the Army. This is especially so in a time of budget shortages. The expenses of moving civilians, soldiers and families, the cost of disruption in worker continuity, and the higher price tag of ACP could all be more wisely spent on offering a higher TA reimbursement rate than 75 percent to FA 45 officers and on civilian opportunities and choices for the alternative graduate programs mentioned above. ✍

About the Author: *Lt. Col. Tim Burke recently left his job as Military Enlistment Processing Command RM to join the Army's new office of deputy chief of staff for programs in the Pentagon. He attended class 01-B of the Professional Military Comptroller School, where he wrote this article as his student idea paper.*

Senior Service College application
Do's and Don'ts

Senior Service college nominations could use a little shaping up, according to recent feedback from Vicky Jefferis, Army Forces Command deputy chief of staff for RM and a member of the February 2001 Army SSC selection board. Board members shared these comments as to the reasons:

● Generally, functional chief representatives (FCRs) did not respond to their forms' two questions about the appropriateness of schooling at this stage and the appropriateness of the post-utilization plan. Responses often were 'rubber-stamped' replicas from one application to another, with no relevance to any one specific individual. Many responses were performance evaluations and recommendations instead of the required assessments of appropriateness.

● Inconsistent ratings within individual folders lessened their influence on the board. Senior rater profiles, where provided, were very helpful.

● Many of the performance appraisals were duplicates from one year to the next, regardless of change in raters.

● The quality of rater and senior rater evaluations under the Total Army Performance Evaluation System (TAPES) generally left something to be desired.

● Many non-selected applicants' overall records did not indicate that they had the solid performance that would warrant the investment of this training or that the training would significantly improve their performance.

● Quality of candidates' write-ups was poor, especially in grammar and sentence structure. Applicants' responses in this important document often did not clearly and concisely address questions asked.

● Overall, individual work history statements or resumes were outdated or had incomplete information on accomplishments and awards. The resume or work history statement is a primary tool for board members, and it greatly influences the evaluation of application packages. [Although the DA Form 2302 has officially been discontinued, CP 11 has and uses a look-alike form for much of its ACTEDS-sponsored training.]

● In many, if not most, instances, applicants' 'post-utilization' plans were ill defined or were not addressed at all.

● There was scant evidence of a leader development pattern in many applicant packages, to include supervisor and FCR comment. It was somewhat hard to tell if a particular candidate was on track or would be a good SSC candidate at this time.

Jefferis suggests that participation as an SSC board member is an excellent way to observe and understand the selection process to conclusion, adding that it's one of the best ways to see the competition outside one's own career program. Senior executives interested in serving on a board can e-mail Vern Carter, *carterv@asamra.hoffman.army.mil*, or call DSN 221-2456 or (703) 325-2456.

Meanwhile, for those applying for any of the SSCs, and for their supervisors, here are some helpful hints to put some sparkle and class into application packages:

● **General:**

• Follow a recommended training plan [such as CP 11's Army civilian training, education and development system (ACTEDS) plan or the Comptroller Accreditation Plan], by enrolling in appropriate training in a progressive and sequential order.

• Submit on time; check with personnel advisory center for deadlines; start early.

• Prepare package carefully and with thought, as each individual file is all the board knows about any nominee.

• Use forms only from the current annual training catalog, and limit input to the space allowed on the forms.

• Assemble forms in the order listed on the checklist.

- Limit the length of past work experience descriptions to no more than six lines each, and do include significant accomplishments in formal education, training and self-development, awards and recognition, and professional certification. [The CP 11 Resume, "Career Employee Record" format is an excellent template.]

- Type, do not hand print or write, all information submitted, no smaller than 10-point font, preferably in Times New Roman or Arial.

- Submit all forms single-sided, i.e., copied only on one side of the paper and the reverse side left blank. That will preclude accidental loss of important information, should two-sided forms be reproduced one-side-only for the Board's review.

- Copy of command or agency transmittal, containing rank order, must be included in each copy of each nomination package.

- Do not use tabs or dividers.

- If applicable, memorandum requesting waiver of eligibility requirements must be signed by second level supervisor and also must specifically address utilization for return on investment as well as nominee's demonstrated leadership abilities or potential to assume a leadership position. It should be placed immediately behind the command transmittal.

- Consult AR 600-3, The Army Personnel Proponent System, Table 1-54, to determine appropriate career program or career field code if unknown. The code should be based on nominee's current series and preponderance of duties.

- Nominees, supervisors, career program managers and FCRs, respectively, should provide meaningful comments that *answer the question*—especially the nominee's statement of interest, the supervisor's utilization plan and the FCR's concurrence/comment.

- Be sure to include SF 181, Race and National Origin Identification, which is required for statistical purposes.

- **Personal Resume or Work History Statement [CP 11 Resume "Career Employee Record" Format is Recommended]:**

- Ensure that jobs track consecutively, in reverse order, Part I; show temporary promotions or details to other duties separately; account for any periods of unemployment and military service; and use a matching continuation sheet in the same format, if necessary.

- Don't use acronyms if they are not commonly known Army-wide.

- Reflect any and all formal education beyond high school, Part II, even if a degree was not obtained; and, keep it brief. Reflect quarter/semester hours earned.

- Document significant training and self-development, Part III, ideally limiting input to about the ten most significant or important line entries.

- Awards: Supervisors and managers are encouraged to make greater use of honorary awards customarily documented in Part IV. Do NOT attach copies of certificates.

- Sign and date the resume or work history statement.

- **Performance Appraisals:**

- Submit legible copies of the three most recent and consecutive annual appraisals, to include military evaluation reports and appraisals from other federal and non-federal agencies. If nominee does not have three consecutive appraisals, an explanation must be provided on plain bond paper that has been verified and signed by a local personnel representative.

- For TAPES appraisals, use the senior system civilian evaluation report (DA Form 7222) and senior system civilian evaluation report support form (DA Form 7222-1); ensure that both forms are completely filled out, including the senior rater's part (Part VIII, DA 7222), and that the DA 7222-1 submitted is the annotated version (i.e., "E" or "S" by each performance objective).

Fiscal Year 2000

Resource Management award recipients

by James G. Auchter

The Army RM annual awards program once again identified some of the finest Army stewardship achievements from around the world in fiscal year 2000. In the competition announced last July for recognition of the year's most significant accomplishments in over two dozen RM categories, 130 military and civilian nominees from all parts of the Army vied for top honors. Four panels of senior subject-matter experts picked 26 award winners and then chose three best-of-the-best from among them to receive these top capstone individual awards:

- The ASA (FM&C) civilian award recognizes a Comptroller civilian (CP 11) careerist whose distinguished service, leadership, effort and achievements contributed substantially to Army RM.
- The ASA (FM&C) military award recognizes an officer or non-commissioned officer whose distinguished service, leadership, effort and achievements contributed substantially to Army RM.
- The Functional Chief Representative (FCR) special award recognizes a Comptroller civilian career program member serving in a leadership capacity whom the Army's principal deputy assistant secretary for financial management and comptroller personally cites for outstanding contributions to the program.

The top civilian award went to Matthew J. Hunter of the Army Materiel Command's Rock Island Arsenal, Ill. RM office for defining and preserving the recorded value of more than half a billion dollars in Army real property assets. Given the job of reconciling real property evaluation and depreciation among three separate accounting systems, Hunter discovered widespread discrepancies and incompatible methods in how these assets were being measured, valued and depreciated. Lack of controls on the valuation of real property had been a serious obstacle to Army working capital fund financial statements' getting a clean audit opinion, as required by the Chief Financial Officers Act. Hunter's work brought the Army much closer to the long-sought clean opinion. He volunteered to identify and correct the problems for all AWCF installations, including his own at Rock Island. He downloaded everyone's files for the three disparate systems, designed software to reconcile the data and characterize reasons for discrepancies, and identified necessary journal voucher adjustments to compensate for imperfect systems logic. Hunter precluded a $400 million drop in fund equity and avoided an unwarranted $130 million charge against annual fund operating results, saving the Army from acute embarrassment and positioning it favorably for a future clean audit in this area.

The top military award went to Capt. Bradley A. Lieurance for exemplary service as Brooke Army Medical Center's RM. Starting the year with $10 million in unfinanced essential health care delivery requirements, he took extraordinary measures to cut costs, find savings and institute a wide range of economies and efficiencies. Lieurance educated managers throughout the hospital on where to find and cut waste, how to deliver all products and services at less cost, and measure and report tangible metrics that got the mission accomplished within the shortfall. He wrote a "Resource Advisor Handbook" as a quick reference, and he developed and taught "Budget 101" to the resource advisors in every department. He started a Resource Steering Committee, where before there had been none, to get department heads and project officers talking together about funding priorities. He reorganized his program and budget branch to raise the staff's competence and as a result provide enhanced customer service. His accomplishments set a high standard for the practice of military comptrollership, and they continue to serve as textbook examples.

The FCR special award went to Mary Beal for noteworthy accomplishments as a developmental assignee in the Army's Comptroller Proponency Office. Starting with a partially done project to orchestrate conversion of specialized Comptroller career positions to Multi-Disciplined Financial Analysts, she rebuilt, from the ground up, the Army comptroller civilian career program's game book, known as the CP 11 Army Civilian Training Education and Development System Plan. She developed and won the approval of senior leadership for a new Comptroller accreditation program to inventory and build up the professional credentials of the Army's 11,000 career civilian and military comptroller practitioners. The inch-thick compendium ACTEDS plan and a companion Comptroller accreditation handbook, both of which she developed and brought to fruition, have helped each member to develop an individual career development road map, and thereby to equip the Army with a better-prepared cadre of resource managers.

RM Author. John C. Di Genio of U.S. Forces Korea headquarters distinguished himself among today's most prolific, entertaining and provocative Army writers. During the last three years, he contributed and had published more than a dozen cogently reasoned papers in this publication and in the Armed Forces Comptroller, Army Logistician and Army RDT&A. Di Genio's topics were timely and pertinent, controversial enough to hold readers' attention, and light-hearted yet full of practical advice.

Special Recognition RM team. The 11-person Accounting and Finance Office of the White House Communications Agency directed agency financial operations in support of secure and non-secure communication, audiovisual and photographic coverage of the president and his wife, the vice president and White House staff in the local area plus 320 presidential trips to 49 states and 23 countries. To achieve this, the team controlled military pay and government travel program and purchase cards for 850 military worth over $43 million, handled 6,000 presidential travel vouchers, accounted for $70 million in operating and maintenance and procurement expenses and coordinated $12 million in support funding with the Secret Service and White House Operations. That was 45 percent more work than they'd done with the same number of people the year before. Despite the daunting workload and a 35 percent increase in government credit card usage, the team still managed to cut cardholder delinquencies to less than half a percent.

RM team, major command and above. The Army's secretariat-level Resource Analysis and Business Practices office earned top honors for a self-initiated meal check program that cut by 99 percent the costs of feeding new DoD recruits in private restaurants and saved the department $1.2 million in the first year. The program is a creative solution that combines the tenets of financial reform and travel reengineering with industry best practices and leading edge technology.

To restaurant owners, the new computer-generated meal checks that clear in 48 hours through the Chase-Manhattan bank are much more like "real money" than the old meal tickets, which were plagued with payment delays. Chase's meal check processing services to DoD include accounting, reconciliation, payment and reporting of meal check transactions, and they vastly enhance internal controls.

RM team below major command. A group at Ft. Rucker, Ala. implementing a new customer automated reporting environment or CARE system cut late-payment interest expenses 57 percent and got overall interest down to less than 1/400 of one percent of $100 million disbursements in just six months of operation. They did it first by carefully planning a smooth transition from the manual process of government credit card statement payment to a paperless real-time process leveraging the information technologies of the installation.

The CARE system allows cardholders and billing officials continuous office or home Internet access to monthly billing statements, and it permits on-line cardholder approval, dispute and reallocation requests and billing official approval and certification.

The results are complete "hands-off" processing of accounting and payment information by the installation and the servicing finance operating location and the shift of precious installation RM assets from paper-processing to

quality analysis and forward planning.

RM organization, major command and above. Army Materiel Command RM's Structure Management division managed to hold on to all of the command's 1522 military slots by vigorously defending them against civilianization and contracting-out and by redistributing them to greater benefit among the command's 15 subordinate headquarters.

RM organization below major command. The Army Reserve Command's Kansas-based 89th Reserve Support Command Comptroller Pay Division excelled in supporting seven mobilizations and demobilizations and flawlessly passing five command inspections. The organization supports Reserve family members and Reservists deployed in seven major subordinate commands, 28 battalions and 141 other units in Kansas, Missouri, Iowa and Nebraska.

RM civilian, major command and above. Alfred L. Jones of U.S. Army Europe's RM Budget office created an Internet/web-based application that can update or correct data on several people at a time in three separate systems all at once—Defense civilian personnel data and payroll systems and the Army's standard finance system—and cut data errors by 94 percent in the first year. The resulting higher quality data has improved the Army's funding allocation model output, improved reliability of congressional budget displays and helped to assure future retention of Army civilian pay dollars through the appropriations process. Other commands and headquarters officials are building on Jones's results to raise civilian payroll accounting and budgeting accuracy throughout the Army.

RM civilian below major command. Charles M. Choi of the 18th Medical Command with Eighth U.S. Army in Korea brought to bear a unique blend of bi-cultural upbringing, linguistic nuance, managerial acumen and tactful diplomacy in winning agreement to the first ever memorandum of understanding between his command and local hospitals. The agreement, detailing provisions for host nation medical support, improved quality of life for U.S. personnel in Korea at considerable savings to the command and the U.S. Army.

RM military below major command. Staff Sgt. Shawn M. Smith, a 73D accounting specialist with the Army Special Operations Command's 1st Special Forces Group (Airborne) 3-person RM office, devised a system for researching out-of-balance documents that cut by half the amount of his office's paperwork as well as the number of open prior-year documents, and led the way to recovery of $20,000 in fraudulent and erroneous payments for reuse within his unit. The same system also proved instrumental in the September recycling of $200,000 in unliquidated obligations for use in year-end buys. Smith's system and his RM office's results won recognition for the 1st SF Group as the standard setter among all Army airborne special forces RM operations, and Smith taught and demonstrated a portion of the system at the major command's course for its budget officers.

Comptroller/Deputy Comptroller civilian, major command and above. While on a developmental assignment from the Training and Doctrine Command's analysis center to U.S. Army Europe, Allen E. Davis made a substantial contribution toward bringing U.S. national support element resource contributions into balance with those of allied nations. As the NSE comptroller, he greatly enhanced management of contingency operations funding for operations in Hungary, Bosnia and Croatia. He performed an in-depth review of fiscal execution data to account for U.S. dollars flowing into the Hungarian economy from various sources and documented about half a billion dollars in expenditures in the last five years by Army, Air Force and various contractors. Davis built a financial tracking system to capture expenditures as they occurred, which our ambassador to Hungary plans to use in future host/tenant negotiations with the Hungarian government, which NSE now uses to account for U.S. funds expended in support of NATO countries, and which has already resulted in refunds of excessive U.S. payouts to these countries.

Comptroller/Deputy Comptroller civilian below major command. Janet M. Mysliwiec of U.S. Army Europe's V Corps restructured the command RM office, trained more of the staff at less cost than previously, wrought contingency operation efficiencies among deployed Corps units that cut costs by more than half, and

implemented a comprehensive structured process to enhance the budget projection and effectiveness of the command's annual funding program. She introduced a Corps-wide requirements review process and improved budget automation to articulate specific requirements and evaluate funding constraints and their impact on the issues. She instituted a panel process that produced an unbiased review of everyone's requirements and unanimous satisfaction with the resulting priority list.

Comptroller/Deputy Comptroller military below major command. Capt. Sean Anderson, in charge of the Army Special Operations Command's 1st Special Forces Group (Airborne) 3-person RM office, not only survived a budget decrement of 15 percent from an already austere budget but also garnered $1.1 million additional funding over the initial decrement. Key to his success was astute and compelling presentations backed by his recovery and successful reuse of $15,000 from fraudulent travel claims. He achieved an execution rate of 99.9 percent.

Analysis/Evaluation civilian, major command and above. Carolyn M. Miller, Army Materiel Command analyst for the Army working capital fund's $4 billion annual supply management Army program, made ingenious contributions to effective management of the Army's single stock fund. She developed a method of top-loading estimated SSF direct-support repair data into the Army's budget estimate submit for the first time ever, and she designed a new process to analyze historical data for projecting sales and obligation authority requirements against field inputs to provide a check of initial budget estimates.

Analysis/Evaluation military, major command and above. As volunteer Comptroller of the Army Training and Doctrine Command's provisional Transformation task force, Maj. Daniel L. Svaranowic proved adept at juggling and reconciling divergent command interests, congressional appropriations and reporting requirements to fulfill his command's role as Army executive funding agent for the Transformation mission. He developed a simplified yet highly usable system of interrelated funding spreadsheets that ensured the Transformation Task Force's requirements were consistently and uniformly summarized despite a constantly changing environment. Svaranowic's insightful analyses and commanding knowledge of TRADOC training and doctrine requirements were vital to the success of these programs. His expert orchestration of facts and supportive arguments was instrumental in the Army's successful presentation of Transformation funding requirements to Defense and congressional officials and led directly to the approval and release of $100 million in Transformation funds.

Analysis/Evaluation civilian below major command. Berneta L. Dupree of the Army Materiel Command's Communications-Electronics Command RM office developed, wrote and staffed key documents for the solicitation and subsequent contract award for business functional area support at Ft. Monmouth, N.J. and several smaller acquisition operations elsewhere. She expertly chaired the source selection evaluation board, lucidly reported their recommendations, concisely debriefed 10 unsuccessful offerors and their subcontractors, and succeeded in avoiding protests from any of them, a remarkable accomplishment given the complexity and political sensitivity of this large contract.

Education/Training/Career Development, major command and above. Linda A. Bryan of the Army Audit Agency's training and development office pioneered new and changing processes in the training community, sought out emerging technologies for training delivery to 1600 AAA and Army military and civilian internal review auditors, and aggressively and effectively marketed AAA-conducted and -sponsored training throughout the larger Defense auditing community. She established a site license agreement for certification review courses that reduced by 70 percent the costs of maintaining proficiency among certified public accountants, certified internal auditors, certified information systems auditors and certified management auditors.

Education/Training/Career Development below major command. Rhonda Franz of the Army Corps of Engineers Baltimore district succeeded in designing a Web-based reference guide to help field engineers develop reimbursement cost estimates for various kinds of con-

struction projects. Her site proved useful both to engineers and to budget analysts as well as being robust enough to handle a multitude of construction projects while remaining simple to use.

Intern/Trainee, major command and above. David Kirby of the Intelligence and Security Command's headquarters RM Budget division proved a quick study in mastering travel procedures, the Defense commitment accounting system and the Army's standard finance system. He independently developed a STANFINS query that reported when temporary duty commitments were over six months old and ended up recovering $300,000 for other command uses. Kirby used considerable information management and technology skills in attractively and compellingly presenting command quarterly performance review information to the commanding general. He didn't shy from pointed analytical questions, causing other more experienced analysts to reassess how and why certain functions and procedures were being accomplished. His suggested improvements to business processes reflected original, even ingenious thinking, remarkable for an intern. As the command's government travel card coordinator, he cut INSCOM delinquency to 7.7 percent of active cardholders, well below the Army's 10.5 percent.

Intern/Trainee below major command. Denny Barr of the Army Audit Agency's Ft. Meade, Md. field office far exceeded expected norms for intern performance on an audit of rail car usage in transporting equipment to combat training centers to support training. Her independent and exceptional work results on the audit were pivotal in getting the Army to agree to pursue $595 million in monetary benefits. Barr did journey-level audit work in developing a database and compiling a list of equipment that units transported to training centers, analyzing costs involved in railing the equipment and evaluating whether the prepositioned fleets at the Army's two domestic combat training centers had the same types of equipment available that should have been used in lieu of railing home station equipment. Her analyses showed that the Army could improve on how it determined rail car requirements and in determining which equip-

ment should be railed to the training centers.

Budget, major command and above. Susan J. Goodyear of the Army Forces Command RM Budget office orchestrated the $4 billion command budget process among its 31 installations and subordinate commands with a degree of effectiveness, accuracy, vigilance and timeliness that few if any before her had ever achieved. She kept diverse and divergent field operatives' budget executions on track and coordinated command unfinanced requirements to assure that the commanding general's priorities and Army readiness were sustained.

Budget civilian below major command. Cheryl L. Ingersoll of Forces Command's Ft. Carson, Colo. implemented a reengineered budget process that changed how the installation allocated its resources. The goal-oriented allocation linkage or GOAL formally ties each proposed expenditure to a specific approved program-director action-plan goal and sub-objective. As a result, expenditures now are reevaluated, and funding is provided first for items showing greatest payback to the installation and community.

Budget military below major command. Captain Bradley A. Lieurance won the top military award for his accomplishments in this category, which are described at the beginning of this article.

Auditing, major command and above. Jeffery McMullen of the U.S. Army Europe internal review office significantly exceeded performance expectations in completing five complex audit assignments and several consulting and advisory reviews, many of them under near-combat conditions in Kosovo. He identified $2.8 million in command monetary benefits and other significant non-monetary operating efficiencies in a comprehensive audit of property book operations in Kosovo and Macedonia. He identified problems with the property book account structure, unit inventory procedures, warehouse security and property not on property books. To help implement his recommendations and make continuous improvements, McMullen developed plans for a command property book reconstruction team. The commander asked him further to conduct a consulting review of other property accountability issues. He also performed an

independent review of joint contracting center operations.

Auditing below major command. Thomas K. Bierman, an Army Audit Agency audit manager at the Ft. Meade, Md. field office, helped the Army prevent unnecessary obligation of at least $123 million by tracking down, identifying and finding ways to correct an accounting phenomenon known as "negative unliquidated obligations" or NULOs. Serving as a consultant to the Army's deputy assistant secretary for financial operations, he undertook this complex issue that required both technical expertise and political savvy, as it also involved the Defense Finance and Accounting Service and the DoD Comptroller. Bierman used in-depth knowledge of the issue and detailed analyses to identify root causes and show that most of the NULOs came from systems problems and data input errors. He quickly went on to identify three major activities experiencing the errors and added a fourth for special review. As the result of his work, DFAS, DoD and Army activities now focus on the most likely and fertile areas to reduce NULOs and preclude needless and wasteful use of current-year Army dollars.

Accounting/Finance civilian below major command. Matthew J. Hunter won the top civilian award in this category for accomplishments described at the beginning of this article.
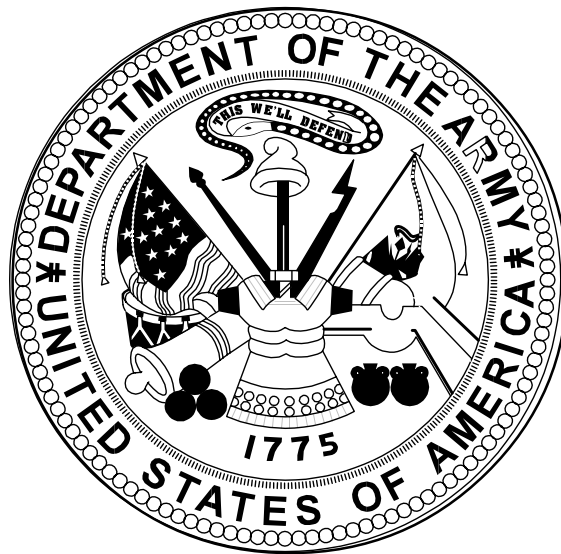
Accounting/Finance military below major command. Staff Sgt. Craig S. Rosengarten played a key role in leading the 11-person White House Communications Agency's Accounting and Finance Office to earn the special organizational RM award earlier described. As an E-6 in an E-7 job, he supervised four soldiers, leading Agency accounting functions for $70 million in operations and maintenance and procurement programs to support secure and non-secure communications need of the president and his wife and the vice president. He led accounting support for presidential communications teams on 320 trips to 49 states and 23 countries. He balanced to the penny his assigned annual programs—a feat rarely if ever elsewhere accomplished. When faced with a $2.6 million increase in communications costs caused by a 45 percent increase in travel over the prior year, he made the tough call of what contracts to reduce to cover costs. He also reduced payment time to vendors by more than 30 days by getting nearly $6 million in credit-card bills paid so as to preclude $4000 in interest charges. ✎

About the Author: *Jim Auchter is on a developmental assignment from the Army Audit Agency to the Comptroller Proponency Office, where his duties include management of the Army's RM annual awards program and the office's portion of the Financial Management and Comptroller Web site. A certified public accountant and past chapter president in the Association of Government Accountants, he holds a Bachelor of Science degree in Accounting and is a Hawaii alumnus of the DoD Graduate Level Financial Management Program.*

"Treat people as if they were what they ought to be, and you help them to become what they are capable of becoming."

-Goethe